### Australian Higher Education Heads of Campus Annual Conference 2016 31 August – 2 September SCU Coffs Harbour (Program as at 16 August)

**Wednesday 31 August**  – MC Graham Young, Chair AHEHCF

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<tr>
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<tr>
<td>08:30-08:50</td>
<td>Registration</td>
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<tr>
<td>08:50-09:00</td>
<td>Welcome and housekeeping</td>
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| 09.10-10:00   | **Professor David Lynch**: Head of Campus, SCU Coffs Harbour  
                  ‘When is it time for a satellite campus to say goodbye to its neighbours and move on out?’ |
| 10.00-10:30   | Morning Tea                                                                   |
| 10.30-11:20   | **A/Prof Joe Fleming**: Campus Dean ACU Ballarat  
                  ‘From a Caterpillar to a Butterfly -the changing of an inner city regional campus’ |
| 11:30-12:20   | **Natalie Nelmes**: Director Geraldton Universities Centre  
                  ‘Is Supported Distance Education the Solution for Increased University Access and Participation in Northern WA?’ |
| 12:30-13:30   | Lunch                                                                        |
| 13:30-14:20   | **Robert Craig**: Head of Campus, QUT Caboolture  
                  ‘The importance of financial independence to a campus’ |
| 14:30-15:20   | **Samantha Avitaia**: Campus Manager, UOW Bega and  
                  **Stephen Lowe**: Campus Manager of the UOW Southern Highlands Campus  
                  ‘Engaging Underrepresented Students in Higher Education and Employment: University of Wollongong Multi Campus Pathways Program’ |
| 15:20-15:40   | Afternoon Tea                                                                 |
| 15:40-16:10   | **A/Prof Judy Nagy**: Associate Dean Teaching & Learning Regions and Manager Mount Gambier  
                  ‘The student experience – consistency vs equity’ |
| 16:10-16:30   | **Members Forum**: Chair TBA: Lessons learnt in integrating the student voice at satellite campuses into local and university wide decision making. |
|               | Bus from accommodation to network drinks                                       |
| 17:30         | Sunset networking drinks and canapés at the National Marine Science Centre Aquarium |
**Thursday 1st September** – MC A/Prof Judy Nagy

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| 09:10-10:00 | **Professor Peter Lee**: Vice Chancellor Southern Cross University  
  *Q&A session on the experiences of being a Vice Chancellor and having been a head of campus.* |
| 10:00-10:30 | Morning Tea                                                            |
| 10:30-11:20 | **Dr Kerry Rutter**: University of the Sunshine Coast  
  ‘Removing Barriers to Engagement in Tertiary Students living in a rural community’ |
| 11:30-12:20 | **Jodie Duignan**: Associate Vice Chancellor, CQU Cairns  
  ‘Establishing a campus in a competitor’s backyard.’ |
| 12:30-13:30 | Lunch                                                                  |
| 13:30-14:20 | **Dr Doug Fraser**: Deputy Chair AHEHCF  
  ‘Rankings versus Regions – Why do some universities see that it is a choice between one or the other?’ |
| 14:30-15:20 | **Panel discussion and member discussion**  
  ‘Do parent campuses consider their satellite campuses as an asset or a liability’ |
| 15:20-15:40 | Afternoon Tea                                                          |
| 15:40-16:40 | **Conference open forum and elections**: Chaired by Graham Young       |
| 19:00-22:00 | Conference Dinner – Yknot Bistro, 30 Marina Drive Coffs Harbour Jetty.  |

**Friday 2nd September**

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<tr>
<td>9:00 – 11:00</td>
<td>National Marine Science Centre – Details TBA</td>
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Abstracts and Biographies

‘When is it time for a satellite campus to say goodbye to its neighbours and move on out?’

Like many satellite campuses, SCU’s Coffs Harbour Campus shares its facilities with the local TAFE, although it is relatively unique in that there is also a high school on site. These shared facility models provide the potential for economies of scale and shared operating expenses, allowing access to more facilities than under stand-alone arrangements. Shared campuses are very attractive for reducing risk when establishing a satellite campus in a new region, and when total student numbers are expected to be low. Shared campuses have their issues however, particularly when key personnel, management arrangements, governance, government policies and relative student populations change over time. This presentation will look at SCU Coffs Harbour Campus’s experience and examine if and when is the appropriate time for a satellite campus to establish itself as a stand-alone campus.

Biography for Prof David Lynch

David Lynch is the Head of SCU's Coffs Harbour Campus and Professor of Education in the School of Education at Coffs Harbour. He is the author of numerous articles and texts on teacher education, learning management and learning design. Together, his research and development interests form the basis of a radical rethink on teaching and teacher education. David’s background is in primary education having been a teacher and senior state school principal in early professional life. His academic career includes positions as professor of education, sub-dean, and head of the school of education at a number of universities where he has been involved in the development of innovative approaches to teaching and learning and teacher education.

From a Caterpillar to a Butterfly - the changing of an inner city regional campus

The ACU Ballarat Campus has, in six years, grown from 500 students to 1000. While there has been no capital spend for many years (25,) from 2014 –2016 something in the order of $25million has been spent. There has been an increase in course offerings with physio commencing in 2017 along with other related courses. This presentation deals with the issues of engagement with all the stakeholders; including Council, Heritage, Neighbours, Academic Boards.

Biography for Joe Fleming

Joe has worked at ACU for 11 years – 7 of those as Campus Dean Ballarat. Prior to that he was a secondary school teacher for 25 years, teaching English, History and Religious Education. He also worked for 10 years at the Catholic Education Office in Melbourne in general curriculum and religious education. Joe received a scholarship to attend the Bat Kol Institute in Jerusalem in 2002 to undertake Old Testament Studies. He was appointed a Visiting Scholar to Cambridge University in 2008 to undertake post-doctoral work in Catholic Identity.
Is Supported Distance Education the Solution for Increased University Access and Participation in Northern WA?

The Geraldton Universities Centre (GUC) is an independent, not-for-profit, supporting university courses in Geraldton, WA on behalf of a range of universities including CQUniversity and the University of Southern Queensland. This supported distance education model sees students accessing the university partner's online platform combined with face-to-face academic tutorials on campus locally, along with local administration and pastoral support. It has been successful in increasing both student enrolment and the number of courses available in Geraldton.

GUC is now investigating whether similar support hubs are the solution to providing more university access and increased participation rates in northern parts of WA. Challenges are immense, not least of which include the tyranny of distance and working with small, dispersed populations. However, with the support of the state government and GUC's partner universities, a small demonstration hub has opened in Carnarvon (5 hours north of Geraldton) while stakeholder and community engagement in WA's Pilbara is exploring possible hub sites, student interest, industry need and governance models for that region. This is not a philanthropic venture for GUC. A business case must stack up and any new operations must contribute to GUC's sustainability by increasing opportunity for Geraldton students through making more courses viable than could be achieved by recruitment of students in Geraldton alone.

Biography for Natalie Nelmes

Natalie Nelmes became the Director of Geraldton Universities Centre in 2015 after serving for five years as the Centre’s Special Projects Manager, working at the coal face of creating this innovative model for supported university education in the region. With a Masters in Management and an Arts degree, plus more than 15 years in the marketing and PR industries, Natalie works with the firm belief that communication and collaboration can open doors to new ways of thinking and finding solutions to community issues. It’s exactly the approach GUC has taken in its grass roots approach in establishing the first not for profit universities centre in Australia, forming partnerships with universities to provide supported distance education and being governed by a regionally based board committed to community outcomes. Having drawn interest from throughout Australia for this model, universities centres are now emerging in other regional communities to meet community need. GUC itself has now become sustainability with more than 270 local university students studying across 11 different programs.
The importance of financial independence to a campus

QUT has had a higher education presence in Caboolture since 2002 and has always involved co-location with a campus of TAFE. The campus is comparatively small with respect to the main campuses at QUT. Having seen the closure of the Carseldine Campus of QUT it was realised that to have control over the level of student services on campus it was desirable to have a budget to run the campus and to pay for services from this budget. What was proposed and accepted was a model where the campus is funded like a faculty and the campus would pay for all teaching activities and expenses related to running the campus. This includes paying for facilities and services provided by the Divisions of the university.

This has enabled the campus to demonstrate it is financially viable and avoid being criticised as a financial drain on the faculties and the university. This presentation will give details on the arrangement, discuss the factors which make this arrangement possible, discuss the advantages and disadvantages of the arrangement and comment on the sustainability of the arrangement.

Biography for Robert Craig

Robert Craig is the Head of Campus at the Caboolture campus of Queensland University of Technology (QUT). Robert commenced working at the Caboolture campus upon its inception in 2002 as the Academic Coordinator, when only a single degree program was offered and became Head of Campus in 2006, as the academic offerings expanded. The campus now offers programs in Business, Education, Nursing and Creative Industries.

Robert has worked at QUT since 1991, initially as a casual tutor then on a full-time basis from 1995. Prior to teaching at Caboolture Robert was as a lecturer in the School of Accountancy at QUT’s Gardens Point Campus and was Subject Area Coordinator for the Electronic Business Major in the Bachelor of Business degree program.

Robert had worked extensively in private enterprise before coming to QUT including as a Management Consultant and Accountant, and has specific expertise in the use of information technology, electronic business and business planning. He possesses extensive experience in business and information management, which he gained whilst working in a variety of capacities and companies, including eight years with Touche Ross Management Consultants (now KPMG Management Consultants) and five years operating an independent consultancy of his own.

He has published material about accountants’ use of the Internet, presented a number of industry training courses, and contributed technical material for the Institute of Chartered Accountant’s Professional Year Program Information Technology module. More recently Robert has published in the area of community engagement and higher education.
The student experience – consistency vs equity’

The use of the term equity in this discussion paper refers to comparability in the student experience between campuses of the same university. The concern is for recognition that student demographic profiles (and thus student needs) on regional campuses can be different from city based student profiles. In addition to the profile of students, the campus size, extent of services available and how they are available, program delivery mechanisms and consequent lack of choice about how students may engage with all these aspects of the student experience, is the subject of interest. It is appropriate to question a presumption that sameness or applying a standard service or approach in a different context (across campuses) can produce outcomes that are equitable for students.

This presentation will provide a number of illustrations from regional campus contexts and encourages conference participants to share other examples as part of giving more visibility to issues.

Biography for A/Prof Judy Nagy

Judy is Associate Dean T & L Regions and campus Manager at the University of South Australia in Mount Gambier. She is a Chartered Accountant with many years of experience in corporations and in academia teaching in MBA programs. She board member of Regional Development Australia Limestone Coast and is working with numerous community groups to build the profile of the new campus and to expand both programs and research across the region.

Biography for Professor Peter Lee – VC SCU

Professor Peter Lee has had an academic career spanning close to 30 years, with leadership roles at the University of South Australia, where he was the Deputy Vice-Chancellor and Vice-President (Academic), The University of Queensland, Murdoch University and Curtin University of Technology. Prof Lee took up his appointment as Vice Chancellor to Southern Cross University in September 2009. Prof Lee has been a head of a satellite campus on two occasions and raised a campus.

He holds a Bachelor of Engineering from the Royal Melbourne Institute of Technology and a PhD from Monash University. Every year since 2004 he has been named in the 100 most influential engineers by Engineers Australia and was the recipient of the Australian Government Centenary Medal in 2003, the Institution of Engineers Australia, WA Engineering Excellence Award in 1998 and the Shedden Pacific Prize and Medal for Excellence in Chemical Engineering in 1993.
Removing Barriers to Engagement in Tertiary Students living in a rural community – A Preliminary Report.

Gympie is one of the poorest regions in Queensland, and has half the uptake in tertiary studies compared to the rest of the State. Students from low socio-economic backgrounds are underrepresented in higher education in Australia (Devlin 2013), and continue to be disadvantaged in not being able to access university studies (Naylor, Baik and James 2013). There is also an overlap between low socio-economic background and being ‘first in family’ to attend university. However, once they reach university these students’ ability to complete an undergraduate degree is not significantly lower than other equity groups (Naylor, Baik and James 2013). Despite some gains, women are still under-represented in the fields of engineering and technology related courses (Carrington and Pratt 2003). A key component, then in raising entry levels of students from lower socio-economic backgrounds is to identify and remove any existing or perceived barriers preventing their access to higher education. Anecdotal observations highlighted lower engagement with Tertiary Education by males aged 20-34 in the region and the initial literature review confirmed that this group was underrepresented.

This project is funded by the 2015 National Priorities Pool an Australian Government Department of Education & Training (DET) initiative which supports he Higher Education Participation and Partnerships Programme (HEPPP). Using primarily a qualitative research approach, this project aims to a) identify and remove barriers to engagement in higher education by male tertiary students, aged 20-34 from the Gympie region, and b) identify and remove barriers to female tertiary students who are potentially interested in enrolling in degree programs other than nursing and teaching – specifically in STEM (Science, Technology, Engineering and Mathematics).

Biography for Dr Kerry Rutter

Kerry is the Head of the Preparatory and Enabling unit at the University of the Sunshine Coast. This unit is responsible for the delivery of Tertiary Preparation Pathway (TPP) at Sippy Downs and off-campus locations (Gympie, Fraser Coast, Noosa, Caboolture and North Lakes). Kerry has developed a strong interest and understanding of the student cohort entering tertiary education by a non-traditional pathway. Kerry’s research focus is to investigate student’s transition from Tertiary Preparation Pathway to undergraduate programs. Currently she is the chief investigator in the 2015 National Priority Pool funding “Removing Barriers to Engagement by Tertiary Students”. She holds a PhD in Chemistry and enjoys teaching in Chemistry, Biology and Mathematics courses.
Engaging Underrepresented Students in Higher Education and Employment: University of Wollongong Multi Campus Pathways Program

The Illawarra South East and Far South Coast regions of NSW display some of the highest unemployment rates in the state. In 2013, the University of Wollongong (UOW), with campuses in these regions, first identified an opportunity to work with disengaged and underrepresented student groups to provide a pathway to employment and education in partnership with local Registered Training Organisations (RTO’s). Pathways is designed to be an innovative approach to improving the participation of low SES, rural and remote and Indigenous people in higher education from Wollongong to Eden.

Biography for Stephen Lowe

Stephen has worked in the tertiary education sector for the past 30 years in a range of roles in student administration and recruitment at central and Faculty level, with a particular focus on pathways to higher education for both international and domestic students. His current role is as the manager of the UOW Southern Highlands campus, engaging the local regional community in higher education and providing access to degree programs through pathways relevant to community demand. Born and raised in Wollongong, Stephen made the 'tree change' move to the Southern Highlands of NSW 8 years ago and has a Bachelor of Commerce and Master of Arts degree.

Biography for Samantha Avitaia

Sam is the manager of the University of Wollongong’s Bega Campus and coordinator of the Bega Valley Regional In2Uni Program, winner of the 2015 SPERA Australian Rural Education Award. Sam grew up in the Bega Valley and has a passion for providing education opportunities to local people from diverse backgrounds. She holds a Master of Higher Education and Bachelor of Communications and has worked in Tertiary Education in Australia and overseas for over 16 years. Sam has two rascally young boys and enjoys the beautiful Sapphire Coast beaches, reading, and playing the guitar.

‘Rankings versus Regions – Why do some universities see that it is a choice between one or the other?’

Over recent years, numerous regional campuses have been closed or divested when they either do not fit the profile of their parent university or are claimed to be commercially unviable. UQ Ipswich and Monash Gippsland are two examples, however, Deakin Warrnambool and Monash Berwick are now in the firing line. Often this appears to be more related to feelings that the campuses are interfering with the ability of a university to improve its rankings or make money, rather than the community expectation of providing a tax payer funded public good. This presentation examines whether regional campuses are incompatible with the omnipresent drive to improve a university’s rankings.
Biography for Dr Doug Fraser

Doug Fraser is currently an independent consultant. Prior to this he was the Director of the USQ Springfield Campus from December 2005 to December 2013. Before this he was employed as the USQ Springfield Project Manager, responsible for all aspects of establishing the Campus. Included within this role was the development and implementation of the high autonomy business unit model for the campus. Doug extended this work through the completion of a Doctorate examining management models for satellite university campuses throughout Australia.

‘Establishing a campus in a competitor’s backyard.’

In major Australian Cities it is commonplace to find multiple Universities competing for student enrolments within a very small geographic footprint. Melbourne CBD, for example, is home to no fewer than 12 University Campuses within a small geographic area. However, the experience in Regional Australia is very different. Regional Cities typically have one single University operating in their ‘backyard’ and the town/gown relationship is often more intimate and complicated than those found in the major cities. So what happens when this traditional regional dynamic is challenged?

This session will be an interactive session that aims to draw upon the experience of participants with regard to the challenges and opportunities associated with increasing regional university competition in a rapidly changing social, economic and political landscape.

Biography for Jodie Duignan-George

Jodie is the Associate Vice-Chancellor, Cairns and Far North Region, at CQUniversity. Jodie joined CQUniversity 2 years ago with the purpose of establishing a CQUniversity Campus in the heart of the Cairns CBD.

With a background in Social Science and close to 20 years of experience working in higher education (from teaching through to commercial and corporate management) Jodie has broad knowledge of issues facing the sector.

Jodie has a keen interest in community development with particular expertise in business development. She is a member of a number of local and national boards and committees, including Engagement Australia for which she is Deputy Chair, and is an active member of the communities she services.